

Ford Fares into War

Detroit Man's Profit Sharing Scheme Is Proof Against the Lure of Higher Wages in Munitions Factories—His Workers "Sticking"

By Theodore M. Knappen

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DETROIT, April 30.—Opposed to preparedness, Henry Ford unwittingly prepared for war when he inaugurated his famous profit sharing scheme in January, 1914. Because of the fruits of that scheme, now that he is making instruments of warfare, he enjoys industrial peace in his great establishments.

Thanks to it, even the most insistent efforts of other manufacturers to tempt his skilled men away from him and the effects of the draft and the discharge of some enemy aliens have not made his annual "turnover" of employees more than 25 per cent. Before war and its varied attractions and distractions stirred them up, the annual shifting was only about 16 per cent. Before the new era, it was 300 per cent. In most factories it is today from 100 to 200 per cent.

In the last year of the old dispensation Ford discharged 8,000 men. In 1915 few quit and only twenty-eight were discharged among some thirty thousand. A square deal seems to appeal to the most ignorant and wretched. And the Ford forces are not altogether recruited from rational, educated Americans, fair, considerate and well disposed. More than half of these 35-day men are the product of countless centuries of incessant tyranny.

Many Do Not Even

Speak English

Swarms of them are from the Balkans and the Levant. Many of them are uneducated. The native Americans constitute less than half the whole force.

The survival of the fittest in such an abomination of man's inhumanity to man as Southeastern Europe and Asia Minor has produced is not surprising. It is in fact meaning the survival of the best.

They buy Liberty bonds at a rate that puts the most patriotic capitalist to blush. They know why. Henry Ford has made the America of the America of their dreams. They perceive the full significance of Bartholdi's colossal statue.

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Ford has made the America of the

hundred thousand men a year. More-

over, an ever changing force was prob-

ably not more than 50 per cent effi-

cient. The Ford plant applied to thirty

or forty thousand men makes an ap-

alling product.

Leaving the practical side of the

matter for the moment, the altruistic

side of the Ford plant is revealed in

the fact that it is the lowest paid in-

dustrial plant that receives most of the so-

called profit.

Ordinary shared profits and bonu-

ses are based on what the worker

earns. With Ford the more you earn

the less your profits.

Ford's System

For \$5 Day Wage

This seems like rewarding incompet-

ency. Ford considers it, rather, as

recognizing humanity. He started

with the postulate that an income of

\$5 a day was the irreducible minimum

of decent life. Yet Ford is an industrial

unit, he has thousands of man-

ual units, who were not worth \$5 a day. They

could be easily replaced four years

ago at the then minimum wage of 34

cents an hour. These men were in-

fact, a majority of the force. The dif-

ference between that wage and \$5 a

day Ford made up and called it profits.

On the other hand, the man whose

skill profits what not, over and above

work \$5 a day or more was held to

be entitled to some substantial recog-

nition.

He gets it, but in smaller degree

than the humble worker. At present

the minimum Ford wage is \$3.44 for

an eight-hour day. The man who gets

that wage receives in addition a daily

share of \$1.00 to \$1.50. The high-

est paid Ford workman receives a wage of

\$6.88 a day and a profit of 62 cents,

making his total income \$7.50.

So, you might say, Ford holds that

the man in his most skilled workman

is worth \$5 a day and the skill in him

\$2.50.

Professional social engineers main-

tain that it is a long, rather, than

flabby instead of hard and practical,

that it is merely rather than justice.

Whatever it is it works, and in four

years it has disbursed \$65,000,000, call

it what you will, but it has worked

regular wages. The method may be

flabby, but nobody disputes the solidity

and substantiality of \$65,000,000.

Few Are "Fired"

Under Ford Plan

Once a man gets into this circle of

Ford's generous justice, mercy, char-

ity, whatever you will, he has to be a

very hardened sinner or very ingenious

to get himself ejected. "Firing" a

Ford man is as much of a crime as

the crime of murder. The man who

has got hold of a man, the Ford

idea is not to lose that \$70 investment,

even if a little more has to be added

to it.

It is an excessively rectangular peg

that won't fit into some hole in the

Ford organization. It has been found

that the very qualities which cause a

man to be one kind of work are

often just the ones that enable him

to succeed at another. No more foreman

is permitted to waste men any more

than material.

Ford has found a way to keep in

touch with his men, to know and

understand their problems, to search

out their personal equations, to see

the life of the man who is to keep

the human unit from being lost

and wronged in the human mass. How

he does it, I will have, perhaps, an

opportunity to tell later.

Public Bequests of \$2,000,000 Left by Mrs. Zimmerman

St. Michael's Protestant Episcopal Church Receives Half That Sum

Art Works to Museum

Daughter of Late W. P. Furniss Makes No Mention of Niece and Nephew

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On the Screen

Many Kinds of Fishing Shown on the Film at Carnegie Hall

Angling on the Screen

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Many Weddings Held on Last Day of April

Miss Dorothy Bigelow Becomes the Bride of Lieutenant Ward Melville

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Mme. Schumann-Heink to Lead Chorus of 10,000 in Great Thrift Stamp Drive

Open Air Concert at the Polo Grounds on June 2 Planned

Mme. Schumann-Heink has volun-